



INTEROFFICE CORRESPONDENCE

DRAFT

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TO: Distribution

FROM: *P. W. Swenson*
P. W. Swenson, Program Integration, T130D, X7211

SUBJECT: INTERAGENCY AGREEMENT (IAG) REEVALUATION TEAM ORGANIZATION AND ASSIGNMENTS - PWS-009-94

During the past week, the EG&G Rocky Flats IAG Reevaluation team has received several action assignments from our Department of Energy (DOE) counterpart. In addition, discussions concerning team structure and communication protocol have confirmed the need for greater definition and focus within the EG&G Rocky Flats team. Several subjects warrant this definition, including:

- Current work assignments from DOE, Rocky Flats Office (RFO);
- Milestone dates;
- Team organization to meet those assignments;
- Interface protocols with the DOE, RFO team and IAG principal parties;
- Work package preparation and charging within EG&G Rocky Flats
- Team document control; and
- Regular meeting schedules.



Work Groups

Currently, three primary work products have been requested from DOE, RFO. Work groups will be formed to produce those products. The first is a strategy document similar to the one dated December 14, 1982, incorporating the analysis included in the Strategic Planning Initiative, Review, and Implementation Team (SPIRIT) document, and other emerging issues. This document must be approved by the DOE, both locally and at headquarters. No target date has been set for approval of this document, but EG&G Rocky Flats has committed to producing an outline for it to the DOE, RFO team by close of business January 12, 1994.

A Strategy Document Team (SDT) will be established to produce this document. The goal of this team is to produce a document which embodies the issues, options, and negotiating position of DOE, RFO and its contractors.

Secondly, EG&G Rocky Flats has been directed to establish a Systems Management Team (SMT) in order to produce a Technical Baseline document that will form the core of DOE's proposed schedules and milestones during IAG renegotiation. The efforts and products of the SMT should reflect Rocky Flats' belief that the process for cleanup should be streamlined, and should eliminate all procedures and requirements which add no value.

Distribution

January 10, 1994

PWS-009-94

Page 2

The primary difference between the SMT and previous teams which have re-baselined IAG commitments will be a much higher degree of integration with the full range of plant processes and programs, which impact, constrain, and enable timely completion of the IAG commitments and schedules.

Historical difficulties with the existing IAG, center around several problem areas. Significant among these are:

1. A succession of expanding administrative requirements to complete the cleanup steps described in the IAG;
2. Emerging administrative interrelationships, both internal and external, to Rocky Flats that constrain timely completion of work, based on problem "1"; and
3. Poor coordination between impacting and impacted organizations in development of the original IAG schedules and milestones.

The first goal of the SMT is to generate a technical baseline which produces a much higher degree of schedule confidence through this increased integration. To do this, membership of the team will include, as a minimum, representatives from the following organizations:

- Environmental Restoration
- Community Relations
- National Environmental Protection Agreement (NEPA)
- Appropriate Safety organizations, including Occupational, Nuclear, and Facility Safety
- Environmental Management
- Waste Management
- Standards, Audits, and Assurance
- Transition Standards Identification Program (TSIP)
- Engineering
- Transition Management
- Security representatives, including Wackenhut Services, Inc. (WSI), where appropriate
- Appropriate Administration and Planning departments such as Procurement, Central Planning and Budgets, and Records Management

Other organizational representatives will be added to the SMT as the need arises, at the discretion of the team leader.

The SMT will, as a first step, prepare a presentation to IAG team members and regulators, on the subject of the Federal Budget process. Many of the early concerns expressed by regulators on the IAG surround perceptions of DOE's financial commitment to cleanup efforts at Rocky Flats.

Distribution
January 10, 1994
PWS-009-94
Page 3

Revision to the IAG, if any, will focus around this process, and it is therefore necessary for all parties to clearly understand it.

The second goal of the SMT is to produce a process for cleanup, reflected in the technical baseline, which is streamlined, and which eliminates all requirements, procedures, and approvals which add no value. Again, this is one of the clearly expressed principals of all parties to the agreement.

To date, no firm milestones or completion dates have been set for this effort. It is, however, clear that this process must begin quickly and proceed at an expeditious pace. IAG signatories have agreed to completion of IAG renegotiation in four months from the start of the negotiations.

The third work product comes as a result of discussions with other signatories to the IAG. All three parties agree that DOE, RFO should conduct a review of its orders, policies, and procedures to identify those which are superfluous and add no value. EG&G Rocky Flats has described this process as "streamlining" in various documents. It is currently foreseen that this review will embody the Activity Based Planning concepts inherent in the TSIP program. Briefings on TSIP will be held for DOE team members within the next day. Further discussion between EG&G Rocky Flats and DOE on the role of TSIP in this effort will follow that briefing. This Process Review Team (PRT) will also include substantial representation from the Environmental Restoration Management (ERM) organization, and will have as its goal, a process description that can be applied to the existing Operable Units (OU) for the formation of a technical baseline. This should be an activity based process description, that carries with it appropriate application of standards and requirements in a graded manner. It is understood that each activity is inherently unique, and that processes will vary depending upon conditions in the OU. An overall process description that enables negotiation of schedules and milestones for a revised IAG is required within a four month time frame.

Team Organization

It is clear that these efforts will require a significant increase in resources available to the EG&G Rocky Flats team. Team assignments should be made within the next week, and estimates for human, financial, and facility resources should be quickly developed by the team leaders. Those estimates will then be included in a proposed IAG Support work package, which will be submitted to the Plant Change Control Board (PCCB).

Ed Lee of ERM will act as team leader for the SDT. The leader for the PRT and SMT will be selected in the next week, and will have a strong background in Activity Based Planning and ERM, respectively. It is likely that key individuals will be required to support all teams. The strategy document must, by definition, closely interface with the proposed technical baseline, and the streamlined cleanup process. In cases such as these, the team leaders must work together to facilitate the timely completion of both efforts.

Distribution
January 10, 1994
PWS-009-94
Page 4

Several other teams will be needed to round out the IAG reevaluation and renegotiation effort. The additional teams are part of existing organizations, and probably have adequate current funding to support this effort. Prior to submittal of the IAG Support work package to the PCCB, the appropriate organizational contacts will be made to assure that adequate resources are available to support the effort. They are listed below, along with the primary contact individual. Team leaders will be selected following further discussions with these contacts.

- Comprehensive Waste Management - Mike Freehling
- Environmental Restoration Management Quality Action Team - Ned Hutchins
- Future Site Use Working Group - Kay Ryan

Several staff level organizations will support the EG&G Rocky Flats team. Again, they are, with their primary contact individual:

- Legal Department - David Ward
- Community Relations - Terry Smith

As resource requirements and action items are developed for the various teams, the IAG Support work package will be amended through the standard PCCB process.

Interface Protocols

Given the priority, visibility, and speed with which potential negotiations could occur, it is necessary to establish several ground rules for interactions between the EG&G Rocky Flats and DOE, RFO teams. First, in order to prevent confusion or miscommunication, only the team leader, or his specific designee, is empowered to speak for EG&G Rocky Flats on matters relating to IAG renegotiation. Proposed strategies, negotiating positions, or technical information should be forwarded to the team leader for transmittal to DOE, RFO. Informal discussions between EG&G Rocky Flats personnel and their respective DOE counterparts to promote a better understanding of the issues are encouraged, but it is critical that all formal communications relating to IAG matters be handled through the EG&G team leader.

Secondly, it is essential that the various team representatives actively maintain communications within their own organizations. This must include regular communication with their management. Correspondence will routinely be handled through the team leaders for each work group.

Regarding meetings with regulators, DOE, RFO has requested that only the EG&G Rocky Flats Team Leader and a legal department representative attend. On specific occasions, others may be requested to attend, as technical matters arise.

Distribution
January 10, 1994
PWS-009-94
Page 5

Administrative Notes

A substantial administrative effort will be required to prepare and track work package milestones, status and track work assignments, establish and maintain files, and to keep up with the clerical work load. Transition Program Integration will provide this support, and questions relating to this matter should be directed to Patty Stahl, at extension 6366.

Daily team meetings for the IAG team will be held, beginning January 11, 1994, in the T130D RAC Room, at 1:00 p.m., unless otherwise notified. Each of the two work groups should plan on having daily meetings also. As soon as possible, each work group should develop a resource loaded schedule for completion of their tasks. Progress against these schedules and emerging issues will be discussed at the daily 1:00 p.m. meeting.

ahb

Distribution

M. J. Freehling
E. M. Lee Jr.
T. A. Smith
D. A. Ward

cc:

K. Adams
W. S. Busby
R. D. Copp
J. G. Davis
R. E. Flehweg
G. L. Hickie
N. M. Hutchins
J. R. Majestic
H. P. Mann
T. S. Mikulsky
L. S. Morissette
K. B. Ryan
G. H. Setlock
S. G. Stiger

5/5